

TOP SECRET

30 June 1981

MEMORANDUM FOR THE RECORD

Staff Meeting Minutes of 30 June 1981

The Director chaired the meeting. []

25X1

The Director discussed the organizational changes which will take effect 1 July and noted that they are designed to implement the things he has been talking about in the past (see No. 3 "From the Director" 24 June 1981, attached). The Director said that he thinks the Agency will be more effective if it does its business quietly and does not have to sell itself to the Hill or the public. The Director stressed that the Agency still will meet the genuine needs of the Congress and will provide briefings to the press when appropriate, but that more important, the Agency has to ensure that it maintains the confidence of other services by protecting information. The Director concluded by commending Hitz and Hetu for their performances. []

25X1

The Director discussed the need to build up the NIC and noted that he planned to use personnel from other agencies to increase the NIC's effectiveness. He said that Dick Lehman will continue to work with the NIC and will provide continuity when the new Chairman arrives on 7 July. []

25X1

[] reported that the FY 83-87 program proposals were all in and that the Director will be briefed next week. []

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Fitzwater reported that a Career Trainee, participating in a training exercise [] was mugged and injured but was able to describe his assailants to the police who caught them []

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In response to Fitzwater's question about whether to include the increased salary for overseas personnel in the next paycheck, the Director asked that all the information pertaining to the proposal be given to him so he can make a decision by no later than 7 July. A general discussion ensued about Congressional sensitivities--as highlighted by letters from Congressmen Boland and Addabbo--over the increased pay issue. The Director asked that a response be prepared for his signature to the Congressmen laying out the proposal and the rationale for it. [REDACTED]

25X1

Sporkin discussed the Supreme Court decision on the Agee case which he believes will help in passing Identities legislation. The Court decision noted that Agee's activities were hindering intelligence activities and were not protected by the Constitution. [REDACTED]

25X1

Sporkin reported that he hopes to have the NSC sign off on Executive Order 12036. [REDACTED]

25X1

25X1

In response to a question from Lehman, the Director said he had read the Memorandum to Holders on NIE 11-4 and that he felt it was ready to go forward. He added he had also read the summary section of NIE 11-14. [REDACTED]

25X1

Lehman reported that CIA and DoD are collaborating with [REDACTED] to organize a meeting of Polish experts to discuss the results of the upcoming Polish Party Congress. [REDACTED]

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from the Director

Number 3

24 June 1981

This week I have made two organizational changes which will bear importantly on the improvement of national estimates, on the administration of CIA and on our relationships with the media, Congress and other elements of the government.

THE NATIONAL INTELLIGENCE COUNCIL (NIC)

For intelligence to play its crucial role as policy is formulated, our work must be relevant to the issues at hand and it must be timely. There have been shortcomings for some time in this relating of intelligence efforts and activities to the policy process. Moreover, the process of preparing national intelligence estimates has become slow, cumbersome and inconsistent with providing the policymaker with a timely, crisp forecast that incorporates clearly defined alternative views.

To correct this situation, I am restructuring the role of the National Intelligence Officers (NIOs) and the procedures for having the National Foreign Intelligence Board and its members make their inputs to national estimates. The NIOs, constituting jointly the National Intelligence Council, henceforth will report directly to the DCI and DDCI. The Chairman of the NIC will function as chief of staff in directing and coordinating the work of the NIOs. The NIOs will continue to be the DCI's principal representatives in policy forums, and will continue to support the DCI in his role as member of the the NSC and the DDCI as Intelligence Community representative to the Senior Interdepartmental Groups (SIGs)—working through the Director of NFAC for analytical support and assistance.

The National Foreign Assessment Center (NFAC) will continue to be the analytical arm of CIA and the DCI and carry primary responsibility for the production of finished foreign intelligence.

OFFICE OF POLICY AND PLANNING

I have decided that organizational changes are needed to improve Agency-wide administration and to shift direction in certain areas now that the difficulties of the past decade are behind us. These changes will reduce staff positions and return a number of intelligence officers to the collection and production of intelligence.

I am establishing the Office of Policy and Planning to ensure that plans and policies submitted for DCI/DDCI consideration are consistent with Agency-wide objectives and priorities and that they are reviewed in the context of overall Agency needs. The Office will further develop and coordinate CIA's long-range planning effort, review materials submitted to the DCI/DDCI that concern Agency administration, personnel, analytical operations and external affairs policies, and coordinate preparation of briefing papers for the DCI and DDCI for NSC and SIG meetings as well as meetings with heads of other agencies. The Office of Policy and Planning also will centralize in the immediate office of the DCI/DDCI responsibility for all external affairs, including interdepartmental relations, liaison with the Congress and public affairs.

With respect to external affairs, the Office of Legislative Counsel and the Office of Public Affairs were created at a time when the Agency was still encountering considerable criticism in the media and in the Congress and when it was important to expend considerable effort to explain the Agency's mission, to justify our activities and to defend the quality of our work. The magnitude of effort devoted to these purposes has significantly decreased, and I believe the time has come for CIA to return to its more traditional low public profile and a leaner—but no less effective—presence on Capitol Hill. Our emphasis from now on should be to maintain and

enhance CIA's reputation not by representational activities but by the excellence of our work and the high quality of our contribution.

Because Agency contacts with the media and with Congress in most instances involve important, Agency-wide equities, I have decided to keep these two liaison functions in the Office of the Director and to place them organizationally so that Admiral Inman and I can work with them even more closely than in the past. Accordingly, the Office of Policy and Planning will include an External Affairs Staff consisting of two branches. The Legislative Liaison Branch will serve as the focal point for liaison with the Congress. It also will direct the handling of congressional correspondence and inquiries and will arrange briefing teams to provide substantive finished intelligence or other information to congressional requesters. The Legislative Division of OLC will be transferred to the Office of General Counsel. The Public Affairs Branch will be responsible for Agency liaison with the media. It will respond to

inquiries from the public about the Agency and arrange for public presentations, as appropriate, on the role and mission of the Agency. It will provide staff support for the Publications Review Board.

I have asked Robert M. Gates, a career Agency employee who is presently Director, DCI/DDCI Executive Staff, to become Director of the Office of Policy and Planning. Mr. Gates brings to this position a wide range of experience in intelligence and policy, including assignments as National Intelligence Officer for the Soviet Union, Executive Assistant to DCI Turner, and member of the National Security Council Staff during the Nixon, Ford, and Carter Administrations.

The names of the Chairman of the National Intelligence Council and the Chief of the External Affairs Staff of the Office of Policy and Planning will be announced at a later date.

A handwritten signature in black ink, reading "William J. Casey". The signature is fluid and cursive, with the first name "William" and last name "Casey" clearly legible.

William J. Casey
Director